Training and Doctrine Command Senior Mission Commander's
Command Information Pocket Guide

By Training and Doctrine Command Public Affairs Office
April 2003

Contents

Cover: Army Chief of Staff Gen. Eric Shinseki talks to soldiers taking part in Army Transformation experimentation at Fort Lewis, Wash. One of the challenges for commanders at all levels is to keep their troops informed.

To make suggested changes or for more information, contact Lisa Alley at commercial (757) 788-3463; DSN 680-3463; fax (757) 788-3509; email lisa.alley@monroe.army.mil

Introduction

Although our country is in a time of war, Training and Doctrine Command continues its mission to train soldiers and develop leaders. The optempo is high; many things demand your time; members of your command repeatedly request information from you. These are challenging times in which to maintain a healthy command climate.

As senior mission commander/installation commander, TRADOC commanders design and implement command information programs that will tell students, military personnel, civilian employees and their family members how increased homeland security, the Global War on Terrorism, deployment to Southwest Asia and the conflict with Iraq affects their operations and employees. Commanders at all levels must also stress the importance of their commands in the Global War on Terrorism. This way, soldiers not on the front lines still understand they play a vital role in the success of Army operations worldwide. Also, TRADOC commanders need to ensure their soldiers are prepared to deploy as individual augmentees or specialized teams.

This *Commander's Command Information Pocket Guide* is provided as a tool to help you develop and execute a dynamic command information program. This guide and its companion guide, *Family Readiness Group Leader's Command Information Pocket Guide*, provide tips, quotes, websites and frequently asked questions/answers. We also provide complementing information tools on the TRADOC Public Affairs website, www.tradoc.army.mil/pao, such as the Operation Iraqi Freedom website, www.tradoc.army.mil/pao/IraqFreedom.html. This website includes defense, Army and other news-source items on current operations as well as related news, plus sample articles for localization and publication in the post newspaper.

I. Command information mission

- Conduct an aggressive campaign to inform and educate internal audiences by providing accurate and timely information about the framework and context of the present conflict with Iraq, as well as the larger framework and context of the Global War on Terrorism generated by the events of Sept. 11, 2001
- Keep leaders, soldiers, civilians and families informed on key developments as they affect the Army, the armed forces and our communities
- Provide clear guidance and intent
- Maintain credibility and confidence in the Army
- Maximize our communication resources

II. Elements of an effective communications program

- Themes and talking points
- Internal target audiences
- Communication venues
- Feedback (measures of effectiveness)

III. Themes and talking points

THEME I: The Army is fully prepared and capable of executing its mission.

TALKING POINTS: Our military is powerful, and we're fully prepared to win the Global War on Terrorism and enforce the U.N. resolution (Resolution 1441) requiring Iraq to disarm. We're also committed to protecting the American people and our men and women in uniform around the world.

"The U.S. military will use every measure needed to win a war. Americans understand the costs of conflict because we have paid them in the past. War has no certainty except the certainty of sacrifice." (President George W. Bush, 3/17/03)

"The synergy with our air, land and sea forces and our ability to control the battlespace and seize the high ground is devastating. Whether it's Iraq or any other enemy of the United States, I would tell you that we're so dominant … that I would pity a country that would come up against us. I don't believe that many of them understand how powerful we are." (Air Force Maj. Gen. Franklin J. "Judd" Blaisdell, Air Force director of space operations and integration, 3/12/03)

THEME II: The Global War on Terrorism is a complex, long-term campaign that requires a focused international effort; there is no quick fix.

TALKING POINTS: Sept. 11, 2001, began a new type of war that poses a new set of challenges; these demand that we bring to bear all elements of our national might and strength. The Global War on Terrorism is an international effort – a coalition of "the willing" led by the United States.

"The danger is clear: using chemical, biological or nuclear weapons, obtained with the help of Iraq, the terrorists could fulfill their stated ambitions and kill thousands or hundreds of thousands of innocent people in our country or any other. The United States and other nations did nothing to deserve or invite this threat, but we will do everything to defeat it. Instead of drifting along toward tragedy, we will set a course toward safety. The United States of America has the sovereign authority to use force in assuring its own national security. In the 20th Century, some chose to appease murderous

dictators whose threats were allowed to grow into genocide and global war. In this century, when evil men plot chemical, biological and nuclear terror, a policy of appeasement could bring destruction of a kind never before seen on this earth. Terrorists and terror states do not reveal these threats with fair notice in formal declarations. And responding to such enemies only after they have struck first is not self-defense, it is suicide." (President George W. Bush, 3/17/03)

"Many nations have the resolve and fortitude to act against this threat to peace. A broad coalition is gathering to enforce the just demands of the world. The United Nations Security Council has not lived up to its responsibilities, so we will rise to ours." (Bush, 3/17/03)

"The attacks of Sept. 11, 2001, showed what the enemies of America did with four airplanes. We will not wait to see what terrorists or terrorist states will do with weapons of mass destruction. It's important that the American people understand it's as important to deal with the proliferation of weapons of mass destruction as it is to fight al-Qaeda." (Bush, 3/6/03)

"The war against terrorism is different from previous wars, and it requires patience and focus. It's a war in which we will hunt down those who hate America one person at a time. The terrorists are learning there is no safe place for them in the world. They're discovering that justice can arrive by different means, at any hour of the day and night." (Bush, 2/26/03)

"The Sept. 11, 2001, terrorist attacks on America changed this country in ways far beyond the deaths of 3,000 people. We learned a harsh lesson, and that is oceans can no longer protect us from those who hate America and what we stand for." (Bush, 2/26/03)

"We have a new and unique set of circumstances we're trying to deal with. The nation had to deal with different threats in the 20th Century – large states, significant military forces and intercontinental ballistic missiles – the kinds of threats we dealt with throughout the Cold War. All of that changed Sept. 11. Since that time, we've had to deal with the proposition that truly deadly weapons could be delivered to the United States by a handful of terrorists. We saw on 9-11 19 men hijack aircraft with airline tickets and boxcutters and kill more than 3,000 Americans in a couple of hours. That attack would pale into insignificance compared to what would have happened if they detonated a nuclear weapon in the middle of one of our cities. Or if they had unleashed weapons of mass destruction – biological weapons, smallpox or anthrax – in a major attack on the United States. I'm confident that if terrorist organizations do acquire that capability, they'll use it. There's absolutely nothing to restrain them from doing that. How do you deter terrorists when they're prepared to sacrifice their own lives in their effort to kill Americans? In doing everything possible to protect the homeland, defense isn't enough, you've got to have a good offense." (Vice President Richard B. Cheney, 3/16/03)

"The credibility of the United Nations is important to the world. But if the Security Council fails this test of resolve, a coalition will be ready to act nonetheless." (Defense Secretary Donald H. Rumsfeld, 3/11/03)

"Just because the war on terrorism isn't in the headlines doesn't mean it's not a priority. The Global War on Terrorism is like an iceberg. Ninety percent of what's going on is below the water, and all that is visible is a much smaller 5 percent or 10 percent." (Rumsfeld, 3/5/03)

"The specter of terrorists allied with democracy-hating regimes – like Saddam Hussein's Iraq – seeking weapons of mass destruction presents a danger America cannot afford to ignore. Bloodthirsty terrorists and aggressive nations hostile to the American way of life desire indiscriminate weapons of mass murder. This makes for the most dangerous situation the United States has faced in 50 years." (Air Force Gen. Richard B. Myers, chairman of the Joint Chiefs of Staff, 2/26/03)

"The war against global terrorism will be a long struggle. It's not just about one man or one terrorist network. It's about intersecting networks of terrorists – and the support they get from terrorist states. Disarming Iraq and hunting down al-Qaeda terrorists are not two separate issues. Disarming Saddam's weapons of mass terror is a second front in the war on terrorism." (Deputy Defense Secretary Paul D. Wolfowitz, 3/11/03)

"More nations are involved in the coalition against terror than participated in the Persian Gulf War. The commitment of our friends and partners has shown that we are not alone in this defense of freedom and justice and peace. Nor are we alone in understanding the threat posed by the connection between terrorist networks and the states that possess weapons of mass terror presents us with a catastrophe that could be orders of magnitude worse than what we experienced on Sept. 11." (Wolfowitz, 2/28/03)

"Should there be any doubt in anyone's mind that if Osama bin Laden or other terrorists … had access to chemical or biological or nuclear weapons they would use them – if there was any doubt in anyone's mind, that should have been erased on 9-11. Now is the time to go after these rogue nations that proliferate, led by leaders who would strike us and who have shown in the past they will strike their own neighbors, strike their own people, do anything to stay in power to pursue their own agenda." (Secretary of State Colin Powell, 3/6/03)

"Sometimes we don't shoot bullets [in a war]. We 'shoot' medical supplies. We 'shoot' hopes. We 'shoot' school supplies. To fight terrorism is to build a nation." (Kuwaiti Army Lt. Col. Fahed Al-Shelaimi, chairman of U.S. Central Command headquarters' Humanitarian Assistance Working Group in Tampa, Fla., 3/4/03)

THEME III: Our national leadership knows that the Global War on Terrorism involves personal losses as well as threats to our national security, and do not make their decisions lightly. The Army still takes care of its own, however, and provides resources to assist military family members in dealing with loss and grief.

TALKING POINTS: "Nobody likes war. The only thing I can do is assure the loved ones of those who wear our uniform that war is upon us because Saddam Hussein made that choice. We have the best equipment available for our troops, the best plan available for victory, and we will respect innocent life. The risk of doing nothing, the risk that somehow inaction will make the world safer is a risk I'm not willing to take for the American people." (Bush, 3/6/03)

THEME IV: Continue to do your jobs well and protect the force.

TALKING POINTS: Force protection is everyone's responsibility and requires good operations security and communications security. Protect the force and prepare to support civil authorities, as required. Stay vigilant, alert for anything suspicious or out of the ordinary. Anticipate changing force-protection measures, since they are

tailored to national threat assessments, and stay flexible. Local commanders may acknowledge force-protection measures readily visible to the general public but only in response to specific query. Do not discuss missions or operational details. Those of us not on the frontlines have an important role in protecting the nation, providing a stabilizing force at home, continuing to do our jobs well and supporting our soldiers overseas. To our families: the Army is well prepared to deal with the challenges that confront our nation; your leadership has a plan to best protect you and your family members. Support your soldier, since it enables him/her to his/her job, and support each other.

THEME V: TRADOC's continuing role is to train soldiers and develop leaders.

TALKING POINTS: Our role to the Army and the nation remains to train soldiers and grow leaders. The Sept. 11, 2001, tragedy suffered by our nation, and thus the necessity to wage war on terrorist cells and regimes that support terrorism, requires increased security of our forces, installations and people. Although we may provide support to civil authorities, we must continue mission on our core tasks. Faculties and staff, continue to serve as role models for students and trainees; focus on our mission; maintain good two-way communications; continue to lead; and dispel rumors. Students and trainees, your role is to take lessons to heart in preparing for missions the Army will require of you upon graduation; learn from the evolving crises and apply them to your training and education; and apply critical thinking. Remember that every soldier in the Army is a graduate of at least one TRADOC training center, and TRADOC continually seeks ways to better train soldiers and grow leaders.

"The clash [with Iraq] will be an order of magnitude larger [than Operation Desert Storm]. *Technological and doctrinal advances* [emphasis added] have led to a strategy military leaders hope will 'shock and awe' the Iraqi military and leaders into capitulation." (Air Force Col. Gary Crowder, chief of strategy, concepts and doctrine, Air Combat Command, 3/19/03)

IV. Internal target audiences
- Students and soldiers
- Training cadre
- Unit leaders
- Family members
- Civilian workforce
- Headquarters staff

V. Communication venues
- Commander's face-to-face discussions
- Chain teaching
- Command newspapers
- Commander's letters and/or videos
- Webpages
- Town Hall meetings
- Family readiness group meetings
- Command television channels
- Informal one-on-one mentoring

VI. Feedback (measures of effectiveness)
To measure the effectiveness of your command information program, you must evaluate how well you:
- Keep audiences accurately informed

- Provide clear guidance and intent
- Maintain credibility and confidence in the Army
- Maximize our communications resources

The measures of effectiveness provide you the feedback you need to evaluate your program success. These measures of effectiveness include:

- **Compliance with the guidance and instruction you communicated.** If, by their actions, your audience has complied with or acted upon the information you told them, you know you communicated successfully.
- **The content of the questions asked.** If you continue to receive questions concerning information you thought was disseminated and understood, you were *not* successful.
- **Surveys and questionnaires.** These are excellent tools for feedback. They provide those completing them the opportunity to tell you what else you need to communicate or what you missed.
- **Talk with your intended audiences.** Make the opportunity to talk to those you want informed – ask them questions that will give you an indication of what they know.
- **Website visits.** Track how many "visits" you have to your organization websites. If the site provides quality, credible information, users will continue to refer to it for information.
- **Senior NCOs.** Senior NCOs are key in communication. Use the NCO support chain to gauge soldiers' understanding of your messages. Remember, effective listening is critical in evaluating communication and understanding.
- **Listening.** As leaders, we must listen not only to what our soldiers are communicating directly to us, but also to the overall "climate" of our squads, sections, platoons, etc.

VII. Websites

Make maximum use of established websites containing news releases, transcripts of news briefings, responses to frequently asked questions, fact sheets, etc., to include the following websites:

Official websites

- Department of Defense: www.defenselink.mil/news
- Central Command: www.centcom.mil
- U.S. Army Forces Central Command: www.arcent.army.mil
- Army homepage, with hyperlinks to Army public affairs products: www.army.mil
- Operation Enduring Freedom: http://www.army.mil/enduringfreedom/default.html
- PERSCOM Online: https://www.perscomonline.army.mil; PERSCOM casualty assistance: https://www.perscomonline.army.mil/tagd/cmaoc/cmaoc.htm
- TRADOC homepage: www.tradoc.army.mil
- For commanders: information about MWR personnel support in the deployment area, http://www.adtdl.army.mil/cgi-bin/atdl.dll/fm/12-6/ch7.pdf
- Army's Operation Iraqi Freedom website: http://www.dtic.mil/armylink/news/stories/
- TRADOC's Operation Iraqi Freedom website: www.tradoc.army.mil/pao/IraqFreedom.html
- Military transformation: http://www.oft.osd.mil

Of special interest to military family members:

- Army Community Service: www.goacs.org
- Army Family Liaison Office: www.aflo.org
- AFLO Smartbook: http://www.aflo.org/user/smb/smb_user_display.asp
- U.S. Army Community and Family Support Center: www.armymwr.com
- Operation Ready: http://www.aflo.org/data/modules/pbm/rendered/operation_ready.asp
- Online deployment globe, http://www.hooah4health.com/environment/deployment/Globe.htm; for other source of maps, also use CIA World Factbook 2002, http://www.odci.gov/cia/publications/factbook/index.html
- "The emotional cycle of deployment: a military family perspective," http://www.hooah4health.com/environment/deployment/emotionalcycle.htm
- American Red Cross: http://www.redcross.org/
- Servicemember survivor benefits: http://dod.mil/militarypay/survivor/index.html

Refer to official websites, since unofficial websites may contain inaccurate or misleading information.

"Contact" websites

Since "any servicemember" mail has been discontinued worldwide because of security and logistical concerns, anyone wishing to correspond with "any servicemember" or to help servicemembers stay in touch with their families may do so using these websites:

- Donate a calling card to servicemembers in theater through Operation Uplink at http://www.operationuplink.org/
- Send a greeting via email through Operation Dear Abby at www.operationdearabby.net
- Sign a virtual thank-you card at the Defend America website at http://www.defendamerica.mil/

Donation websites

Make a donation to one of the military relief societies:

- Army Emergency Relief, http://www.aerhq.org/
- Navy/Marine Relief Society at http://www.nmcrs.org/
- Air Force Aid Society at http://www.afas.org/
- Coast Guard Mutual Assistance at http://www.cgmahq.org/

Donate to "Operation USO Care Package" at http://www.usocares.org/home

Support the American Red Cross Armed Forces Emergency Services at http://www.redcross.org/services/afes/

Country profiles

For any country, see CIA World Factbook 2002, http://www.odci.gov/cia/publications/factbook/index.html

Iraq: http://www.odci.gov/cia/publications/factbook/geos/iz.html

Countries bordering Iraq:

- Iran: http://www.odci.gov/cia/publications/factbook/geos/ir.html
- Jordan: http://www.odci.gov/cia/publications/factbook/geos/jo.html
- Kuwait: http://www.odci.gov/cia/publications/factbook/

geos/ku.html
- Saudi Arabia: http://www.odci.gov/cia/publications/factbook/geos/sa.html
- Syria: http://www.odci.gov/cia/publications/factbook/geos/sy.html
- Turkey: http://www.odci.gov/cia/publications/factbook/geos/tu.html

Also of interest in the Middle East:
- Bahrain: http://www.odci.gov/cia/publications/factbook/geos/ba.html
- Israel: http://www.odci.gov/cia/publications/factbook/geos/is.html
- Oman: http://www.odci.gov/cia/publications/factbook/geos/mu.html
- Qatar: http://www.odci.gov/cia/publications/factbook/geos/qa.html
- United Arab Emirates: http://www.odci.gov/cia/publications/factbook/geos/tc.html
- Yemen: http://www.odci.gov/cia/publications/factbook/geos/ym.html

Other "fronts" in Global War on Terror:
Afghanistan: http://www.odci.gov/cia/publications/factbook/geos/af.html

Other useful resources
- What to do in case of a biological, chemical or nuclear emergency: http://www.911guide.com/
- MyPay: https://emss.dfas.mil/mypay.asp; "*Tax forms to be available on-line*," http://www.dtic.mil/armylink/news/Oct2002/a20021018mypay.html; "*New Online Pay Site Features Improved Customer Service*," http://www.defenselink.mil/news/Nov2002/n11012002_200211011.html; and "*MyPay improves services to America's armed forces; customers can continue to use existing E/MSS PIN*," http://biz.yahoo.com/prnews/021011/phf050_1.html
- Pet fostering: NetPets, http://www.netpets.org/ and click on "military pets foster project"; Feline Rescue, http://www.felinerescue.net/ and click on "Operation Noble Foster" box; Humane Society of the U.S., http://www.hsus.org/ace/11822; and 4MilitaryFamilies, http://www.4militaryfamilies.com/pets.htm

VIII. FAQs
WHAT ARE OUR OBJECTIVES IN IRAQ NOW THAT SADDAM HUSSEIN'S REGIME HAS FALLEN?

There were eight objectives set for the war; we've achieved a number of these.

The first was to eliminate Saddam Hussein's regime. The regime has fallen, and coalition forces are eliminating pockets of resistance.

The second objective was to capture, kill or drive out terrorists and terrorist organizations sheltering in Iraq. With the fall of Saddam, terrorists lost their largest state sponsor.

The third objective was to collect intelligence on terrorist networks. As stability returns, Iraqis are coming to the coalition with information on these groups. Military intelligence personnel are sorting through captured papers for information. Intelligence-gathering on terrorist networks is an ongoing objective.

Fourth and fifth were to collect intelligence on weapons of mass destruction and to oversee their destruction. "We've begun the long process of exploring sites, sifting through documents and encouraging Iraqis to come forward with information," Pentagon spokesperson Torie Clarke said April 14. Gen. Tommy Franks said on CNN's "Late Edition" April 13, "We think there are between 2,000 and 3,000 possible sites in Iraq where the regime may have weapons of mass destruction."

Sixth was to secure Iraqi oilfields. Coalition forces secured the southern oilfields soon after entering the country March 19. Coalition special operations forces, supported by conventional forces, secured the northern oilfields around Tikrit April 12.

The seventh goal was to end U.N. sanctions against Iraq and begin sending humanitarian aid to the country. The President and British Prime Minister Tony Blair asked the United Nations to rescind sanctions imposed following the 1991 Gulf War. Humanitarian aid is now flowing into Iraq.

The eighth goal was to help the Iraqi people establish a representative government that doesn't threaten its neighbors. Discussions are beginning to discuss Iraq's future and the country's interim authority. The discussions include clerics, tribal leaders and ordinary Iraqi citizens. As President Bush said in his weekly radio address to the nation April 12, "Soon the good and gifted people of Iraq will be free to choose their leaders who respect their rights and reflect their character. In all that is to come, they will have the goodwill of the entire world. And they will have the friendship of the people of the United States."

I WANT TO HELP ARMY FAMILIES. WHERE CAN I DONATE MONEY?

Thank you for your support. You can donate money to Army Emergency Relief, which is the Army's own emergency financial assistance organization. For details, visit the website www.aerhq.org or call (703) 428-0000. Ninety-five cents of every dollar donated goes directly to soldiers/families.

HOW CAN I SEND A MESSAGE OR SHOW SUPPORT FOR OUR TROOPS?

Thousands of Americans are again asking what they can do to show their support for service members, especially those serving overseas in this time of war. Following are websites for several organizations sponsoring programs for members of the armed forces overseas. While it's inappropriate for the Defense Department to endorse any of them specifically, servicemembers do value and appreciate such expressions of support:

- Donate a calling card to help keep servicemembers in touch with their families through Operation Uplink, http://www.operationuplink.org/;
- Send a greeting via email through Operation Dear Abby at www.operationdearabby.net;
- Sign a virtual thank-you card at the Defend America website, http://www.defendamerica.mil/;
- Make a donation to "Operation USO Care Package," http://www.usometrodc.org/care.html;
- Support the American Red Cross Armed Forces Emergency Services, http://www.redcross.org/services/afes/;
- Volunteer at a VA hospital, http://www.va.gov/vetsday/, to honor veterans who bore the lamp of freedom in past conflicts;
- Support families whose loved ones are being treated at military and VA hospitals through a donation to the Fisher

House, http://www.fisherhouse.org;

● Reach out to military families in your community, especially those with a loved one overseas.

Defense Department officials ask citizens not to flood the military mail system with letters, cards and gifts. Due to security concerns and transportation constraints, DoD can't accept items to be mailed to "any servicemember." Some people have tried to avoid this prohibition by sending large numbers of packages to an individual service member's overseas address – which however well-intentioned, clogs the mail and causes unnecessary delays.

U.S. troops deployed to the Persian Gulf region and other overseas locations can now receive personal messages from family members, friends, neighbors, colleagues and supporters via the pages of *Stars and Stripes* as well. "Messages of Support" gives family and friends of deployed service members a chance to pass their greetings, words of encouragement and announcements free of charge. "Messages of Support" can be e-mailed to *Stars and Stripes* 24 hours a day at messages@estripes.com, are limited to 50 words or less and will be printed on a first-come, first-run basis. *Stars and Stripes* reserves the right to screen and edit all messages and to omit any determined inappropriate.

WHAT IS THE ARMY DOING FOR SOLDIERS' WELFARE IN THE MIDDLE EAST?

If the soldier is not engaged in combat and is at a permanent unit station, he or she has access to morale, welfare and recreation programs such as fitness equipment (weightlifting), sports (basketball, volleyball, softball and soccer), cards and board games, television, video movies and paperback books. As conditions and com-manders allow, there may also be USO celebrity tours and DoD touring entertainment.

WHAT HAPPENS TO CHILDREN OF SINGLE PARENTS OR DUAL MILITARY PARENTS?

Dual military couples with children as well as single parents with custody are required to prepare a Family Care Plan during peacetime that will be activated if/when they deploy. Parents must identify temporary guardians who will be responsible for their children during the deployment. This sometimes requires the children to relocate. School issues are taken into consideration. Parents must provide the guardian with powers of attorney as well as financial support. Unit commanders are responsible for validating Family Care Plans during peacetime so parents are prepared to deploy. This is mandated by an Army regulation: AR 600-20, Paragraph 5-5.

HOW DO I JOIN THE ARMY?

Thank you for your interest in joining the U.S. Army. We trust you'll find it to be an exciting and rewarding career prospect. If you're interested in the Army's current activities, we encourage you to check out the Army's website at http://www.army.mil. Our website at http://www.goarmy.com is an excellent place to find out about basic training, read the profiles of real soldiers and even visit a chat room to talk with Army personnel.

HOW DO I FIND SERVICE RECORDS FOR MYSELF OR A FRIEND/RELATIVE WHO WAS IN THE ARMY?

Try this website: http://www.fedworld.gov/jobs/ jobsearch.html. Visit these websites to get copies of your records: active-duty enlisted, http://www.erec.army.mil/; retirees, http://

www.nara.gov/regional/mpr.html; veterans, http://www.nara.gov/regional/mpr.html; or civilians, http://www.nara.gov/regional/cpr.html. Or, contact the National Personnel Records Center at:

Civilian Records Facility
111 Winnebago St.
St. Louis, Mo. 63118-4199

Military Records Facility
9700 Page Ave.
St. Louis, Mo. 63132-5100
Phone: (800) 318-5298

At minimum, include the servicemember's complete name, Social Security number and/or serial number, and the requester's return address. Website is http://www.nara.gov/regional/stlouis.html. Also, this website has a comprehensive list of where soldiers can obtain their Official Military Personnel Files (OMPF): http://www.2xcitizen.usar.army.mil/soldierservices/records/recordlocations.asp.

HOW DO I REPLACE MY MEDALS THAT WERE LOST?

To obtain a replacement medal, contact:

National Personnel Records Center
Attn: Army Reference Branch
9700 Page Ave.
St. Louis, Mo. 63132-5100
Email MPR.center@nara.gov
Phone (314) 5384261

You may be charged for the replacement of the medals.

I AM A RETIREE LOOKING FOR INFORMATION ABOUT BENEFITS. WHERE CAN I GET ASSISTANCE?

You may contact your local Army Retirement Services Office to get started. Also, the Veterans Administration provides a great deal of assistance. Websites of interest are http://www.va.gov/, http://www.acap.army.mil/acap/home.html and http://www.odcsper.army.mil/retire/retire1.asp.

I AM INTERESTED IN THE BACKGROUND AND HISTORY OF AN ARMY UNIT. HOW DO I GET THIS INFORMATION?

Many unit associations have websites that contain their unit's history. Also, the Army's presence on the Internet contains a wealth of information. Try: Center for Military History, http://www.army.mil/cmh-pg/; Military History Institute, http://carlisle-www.army.mil/usamhi/; Center for Army Lesson Learned, http://call.army.mil/call.html; Combat Studies Institute Historical Services, http://www-cgsc.army.mil/csi/pubs/pubs.htm; World War I, http://www.worldwar1.com/index.html; World War II, http://ww2.vet.org/ or http://www.worldwar2.com/; Civil War, http://www.civilwar.com/.

WHAT EQUIPMENT DOES THE ARMY USE?

Try these websites: Army Materiel Command, http://www.amc.army.mil/; equipment page of Soldier's Almanac, http://www.dtic.mil/soldiers/jan1999/majequip1.html; Army Finance Management, http://www.asafm.army.mil/; Army Logistics Support Activity, http://www.logsa.army.mil/warning.htm.

I'M INTERESTED IN FINDING OUT ABOUT THE MISSIONS AND PERSONNEL IN THE DEPARTMENT OF DEFENSE. WHERE CAN I GET THAT INFORMATION?

The mission of the Department of Defense is to provide the military forces needed to deter war and to protect the security of our country. The Department of Defense is a Cabinet-level organization. Reporting to DoD are the three military departments (Army, Navy and Air Force) and 14 defense agencies. The four armed services are subordinate to their military departments. The Marine Corps is a second armed service in the Department of the Navy. The military departments are responsible for recruiting, training and equipping their forces, but operational control of those forces is assigned to one of the unified combatant commands. For more information, refer to the Defense Almanac website at http://www.defenselink.mil/pubs/almanac/. For more information about the Army, refer to the Army homepage at http://www.army.mil/.

HOW MANY SOLDIERS ARE THERE IN THE ARMY?

There are about 480,000 soldiers on active duty. For more information on the breakdown of personnel in the active-duty Army, refer to http://www.dtic.mil/soldiers/jan1999/sitrep1.html.

WHAT IS OPERATION LIBERTY SHIELD?

Operation Liberty Shield is a comprehensive national plan designed to increase protections for America's citizens and infrastructure while maintaining the free flow of goods and people across our border with minimal disruption to our economy and way of life. Operation Liberty Shield is a multi-department, multi-agency, national team effort. It includes:

- Increased security at borders;
- Stronger transportation protections;
- Ongoing measures to disrupt threats against our nation;
- Greater protections for critical infrastructure and key assets;

- Increased public health preparedness; and
- Federal response resources positioned and ready

Increased security at borders

Maritime:

- More patrols – security has been increased at major U.S. ports and waterways with more Coast Guard patrols by aircraft, ships and boats.
- More escorts of passenger ships – the Coast Guard has increased its escorts of ferries and cruise ships.
- More sea marshals – every high-interest vessel arriving or departing from American ports will have armed Coast Guard sea marshals onboard, closely watching the ship's crew and ensuring that it makes its port call safely. These merchant ships have cargoes, crewmember(s) or other characteristics that warrant closer examination.
- Selective maritime restrictions – the Coast Guard will enforce security zones in and around critical infrastructure sites in key ports. This information will be published and announced for those using U.S. waterways.

Land borders:

- Increasing border surveillance – surveillance and monitoring of the borders will be increased with more agents and patrol assets. These forces will cover areas between major ports of entry.
- Increased border screening – customs and border protection officers will increase screenings of vehicles and cargo crossing our land borders. Officers will conduct more interviews and detailed screenings as people transit in and out of the United States. The actions at land borders are not expected to signifi-

cantly impact the movement of people and cargo across the border.

Asylum modifications:

● Asylum detainees – asylum applicants from nations where al-Qaeda, al-Qaeda sympathizers and other terrorist groups are known to have operated will be detained for the duration of their processing period. This reasonable and prudent temporary action allows authorities to maintain contact with asylum seekers while we determine the validity of their claim. The Department of Homeland Security and the Department of State will coordinate exceptions to this policy.

Stronger transportation protections

Airports:

● Increasing airport security – the Transportation Security Agency implements airport security measures that are proactive, sustainable and focused, based on intelligence information. One of the most visible changes is increasing the presence of law-enforcement officers on patrol and in airport facilities.

● Checking airport IDs –TSA advised air carriers to review and ensure the validity of all personnel IDs for those who have access to secure areas. In addition, TSA screeners continue to remain at a heightened state of alert.

Airspace control:

● Controlling vital airspace – new temporary flight restrictions were put into place over certain U. S. cities, including Washington, D.C., and New York City. The FAA will continue to closely monitor air traffic in these and other key areas.

Rail security:

● Improving rail bridge security – state governors were asked

to provide more police or National Guard forces at selected bridges.

● Increased railroad infrastructure security – railroad companies were asked to increase security at major facilities and key rail hubs.

● Amtrak security measures – Amtrak is implementing security measures consistent with private rail companies.

● Increasing railroad hazardous material safety – at the Department of Transportation's request, private railroad companies will monitor shipments of hazardous material and increase surveillance of trains carrying this material.

Road security:

● Government and industry teamwork – DoT works closely with hazardous material shippers and carriers and encourages them to follow transportation security checklists and recommendations. Suggested measures include employee identification checks, communications plans and emphasis on operator awareness. U. S. and Canadian authorities also coordinate cross-border hazardous material shipments.

Ongoing measures to disrupt threats against our nation

Monitoring terrorist suspects:

● Tracking suspects – the FBI continues to closely monitor individuals suspected of links to terrorism.

● Identifying terrorist supporters – the FBI is working closely with the Departments of Justice and Homeland Security to identify those who would facilitate terrorist activity through fundraising, logistical support and recruitment.

● Foreign-national information – To advise members of the Iraqi community of the FBI's responsibilities in protecting them

from hate crimes, and to elicit information that may be useful to the U.S. government in the event of hostilities in Iraq, the FBI, working with the Department of State and immigration officials, identified a number of Iraqi-born individuals in the United States that were invited to participate in voluntary interviews.

Greater protections for critical infrastructure and key assets

Protecting key economic centers and ports:
● Vital petrochemical facilities – the Coast Guard provides maritime protection for petroleum centers located in close proximity to major coastal population centers.

Strengthening nuclear regulatory safeguards:
● Facility security – the Nuclear Regulatory Commission requires all licensed users of radioactive material to take additional security measures.
● Protecting key infrastructure – the federal government, state and local organizations and the private sector are increasing security presence at chemical facilities, nuclear power sites, key electrical grids, bridges, subway systems and other sites.

Cybersecurity:
● Monitoring and vigilance – the Department of Homeland Security, together with other government agencies, monitors the Internet for signs of a potential terrorist attack, cyberterrorism, hacking and state-sponsored information warfare. Industry and public Internet users are reminded of the importance of employing sound security practices and reporting unusual activity or intrusion attempts to DHS or local law enforcement.

Increased public health preparedness

Increasing disease surveillance and food security:
● Alerting and informing the food industry – the Department of Agriculture alerts producer organizations of the increased threat status and urging them to implement additional security measures such as inspecting all vehicles and escorting all visitors to their facilities.
● Department of Health and Human Services outreach – HHS is alerting state and local health departments, hospitals and medical-care providers to report any unusual diseases or disease patterns. HHS has put the U. S. Public Health Service Commissioned Corp Readiness Force of doctors, nurses and other health-care staff on alert status and alerted emergency support and management teams to possible deployment.
● Imported food monitoring – HHS has taken aggressive steps to enhance the inspection of imported food and is coordinating federal, state and local communications on imported food issues and potential food pathogens.
● USDA monitoring of food chain – the Department of Agriculture is taking steps to assure that employees and representatives throughout the food and agriculture community are alerted and aware of the need for extra precautions during this time. USDA is encouraging state and private authorities to monitor feedlots, stockyards, import and storage areas.

Federal response resources positioned and ready

● National Emergency Response Teams – the Department of Homeland Security prepositioned National Emergency Response Teams, with one team designated for the National Capital Region. These teams are able to provide on-site management of federal response efforts.

● Incident teams – USDA Incident Management Teams from the U.S. Forest Service are ready to deploy to an emergency site to manage an incident with other DHS, federal, state and local authorities.

● Decon teams – Environmental Protection Agency decontamination teams are on alert and ready to deploy.

In addition to the measures being taken in Operation Liberty Shield, members of the public are encouraged to become more informed about the emergency preparedness measures they can take to protect themselves and family members.

Rod Paige, the secretary of education, and Tom Ridge, the secretary for homeland security, announced a new website March 6 that provides educators and school administrators with key emergency information to include in their own preparedness plans. The website includes information covering a variety of emergencies, including natural disasters, violent incidents and terrorist acts. The website is http://www.ed.gov/emergencyplan.

The ready.gov website and 1-800-Be-Ready line provide citizens with informative preparedness suggestions and advice for families.